


A Program Manager's View of the History of the Office Team



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12/18/01



Agenda

- Office from 1987-2001 (60 min)
 - Evolution of the organization
 - Highlights of key tenets
- Where we are now (10 min)
- Q&A (20 min)



Office Timeline 1987-2001

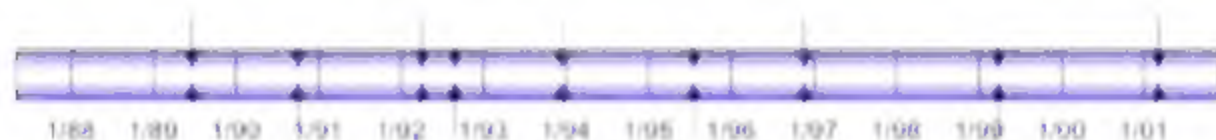
Office 1.0 (Mac)
6/89

Office 2
4/92

Office 4
12/93

Office 97
11/96

Office XP
3/01



Office 1.0
10/90

Office 3
8/92

Office 95
7/95

Office 2000
3/99




Office Timeline 1987-2001

Office 1.0 (Mac) 6/89 Office 2 4/92 Office 4 12/93 Office 97 11/96 Office XP 3/01



1/88 1/89 1/90 1/91 1/92 1/93 1/94 1/95 1/96 1/97 1/98 1/99 1/00 1/01

Office 1.0 10/90 Office 3 8/92 Office 95 7/95 Office 2000 3/99



Pre-Office (1987-1990)

Word

Excel

PowerPoint

Access



Pre-Office (1987-1990)

Word

Excel

PowerPoint

Access

Office
Marketing





Some Highlights

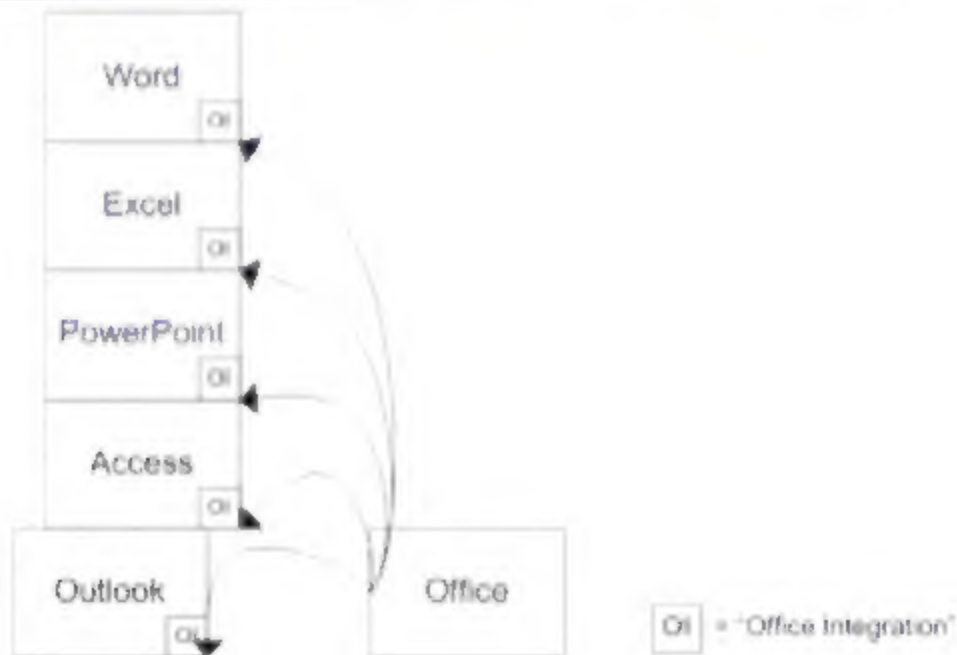
- Milestones
 - Shipping
 - Specs
- 80/20 Focus



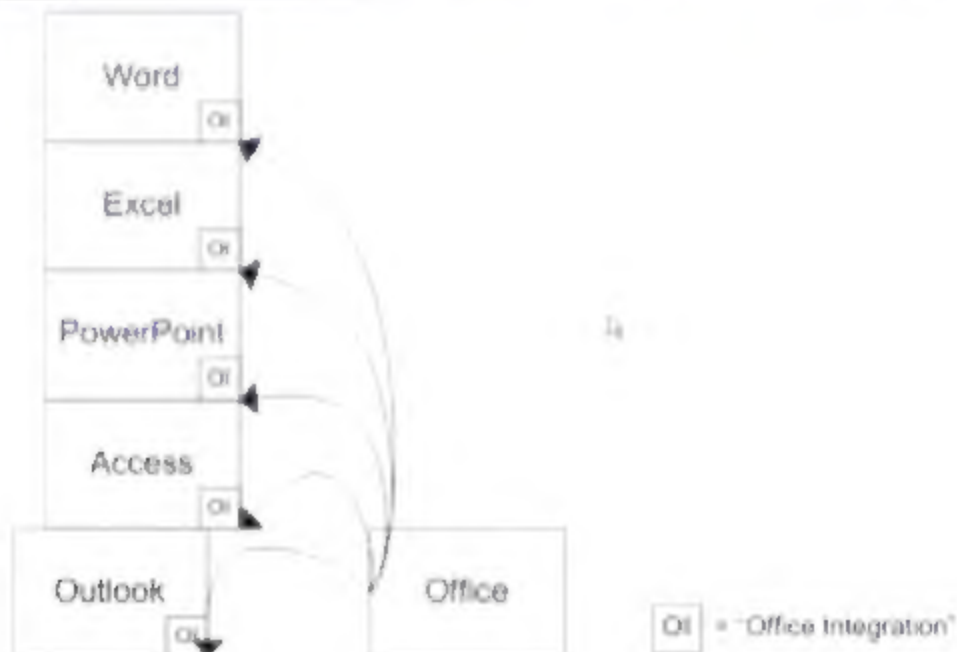
Some Highlights

- "Activity Based Planning"
- The "Post-Mortem"

Shared feature teams (94-97)



Shared feature teams (94-97)





Some Highlights

- The business of upgrades
- Rising to the scheduling & partnering challenges
 - Moving people
 - Matrix management
- Ability to react mid-stream

Scenario teams (1997-2001)

Word ▾

Excel ▾

PowerPoint ▾

Access ▾

Outlook ▾

FrontPage ▾

Publisher ▾

Etc. ▾

Office

Share1 1 OI

Share1 2 OI

Share1 3 OI

Share1 4 OI

Share1 5 OI

Share1 N OI

Scenario teams (1997-2001)

Word	▼	Shared 1	Of
Excel	▼	Shared 2	Of
PowerPoint	▼	Shared 3	Of
Access	▼	Shared 4	Of
Outlook	▼	Shared 5	Of
FrontPage	▼	Shared N	Of
Publisher	▼		
Etc.	▼		



Some Highlights

- Full ownership + accountability
- Big bets
- Dependency “contracts”
- 3/2/1 – We still know how to ship



Summary of Key Tenets

- Ship it
 - Milestones and specs
 - Managing complex interdependencies
- Focus on customer scenarios
 - Accountability + responsibility = more fun
- Balance
 - Upgrade vs. Excitement
- Post-Mortem
 - Make changes even when successful



Where We Are Today

- "Not Office 11"
- Key bets include
 - Connection
 - Feedback Loop
 - Service
 - All Teams Doing Shared Work



Current Office Org

SteveS
Sr. VP, Office

Antoine
Dir of Dev
Dist. Eng.

HeidiM
Dir of PM
(+ Usab, Prod
Plan, Design)

GrantG
VP, Test + Ops

RalfH
VP of CMS
(incl. Outlook,
PPT)

KurtD
VP of ACS
(incl. Word, FP,
STS, SPS, Scrib)

RichardM
VP of DOS
(incl. XL, Access,
Data)

PPatH
VP of SOS
(incl. XDocs, Next
Gen Architects)

JeRO
AWS, (incl.
content services,
UA, Loc, Biz Dev)

JeanneS
Sustaining
Engineering

Dir of Office
Marketing



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